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We are building a model that is anchored in access, powered by science, and delivered through the dedication of our people.

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Currently supplying high-quality medicines to approximately 1 billion patients around the world annually, few pharmaceutical companies straddle both scale and innovation as deliberately as Viatris. In Switzerland - a market perceived as small in scale, yet rich in complexity - the company is redefining its role, identifying where it can deliver most value. At the centre of this shift is Lewis Pearson, whose two-decade journey across both generics and branded pharmaceuticals has shaped a leadership approach grounded in strategic clarity and operational nuance.

How has your professional journey across the pharmaceutical industry prepared you to lead Viatris in Switzerland?

Throughout more than two decades in the pharmaceutical industry, I have cultivated a breadth of experience spanning field operations, strategic leadership, commercial operations and portfolio management across both innovative and generics sectors. Beginning in sales provided invaluable insight into how medicines reach patients and the critical importance of empowering frontline teams, an understanding that continues to shape my approach to leadership today.

My journey began with MSD in a GP sales role before moving to Sanofi (then Sanofi-Aventis) in GP, Hospital and then Commercial sales roles. I then had my first experience with the world of generics at Teva UK as an Account Manager before using that experience with Pfizer in Dispensing Doctors. It was after this that I moved within Pfizer into office-based roles. I transitioned into strategic roles,

overseeing pricing and commercial operations across injectable and branded portfolios in Europe and the United States, experiences that sharpened my regional perspective and commercial acumen.

In 2019, I joined Mylan as European Portfolio Director for the hospital business and moved from the UK to Switzerland with my two young children, eventually assuming commercial responsibility for two business units, the European Hospital Business, including hospital injectables and antiretrovirals as well as Thrombosis products.

When Viatris was formed in 2020 through the integration of Mylan and Pfizer's established medicines division, I was well positioned to support the transition, having worked extensively with both organisations, their products, and their teams. That familiarity enabled me to contribute effectively from day one. Today in Switzerland, Viatris' portfolio consists of around 160 products including iconic brands, innovative medicines and generics.

How has Viatris adapted its global access mission to the specific needs and dynamics of the Swiss healthcare market?

Viatris was founded on the principle of access, seeking to ensure patients receive high-quality medicines when and where they need them. This commitment, however, is expressed differently across geographies due to the company's multifaceted heritage, shaped by the integration of several legacy businesses including Mylan, Meda Pharmaceuticals, Abbott's established brands, and Pfizer's off-patent portfolio. As a result, Viatris operates through a highly diverse, complex structure that allows it to tailor its offerings to local healthcare landscapes.

In Switzerland, Viatris remains relatively new as a corporate brand. While well-established in countries like France, in Switzerland, recognition is product-led. Many healthcare professionals and patients are familiar with the medicines we provide but are often unaware they belong to the Viatris portfolio. This is understandable given our short history under the current name, despite our legacy brands being trusted and widely used.

Unlike in France or Italy, where we are among the leading generics players, our Swiss strategy is distinct. The retail generics market here is dominated by a few major players, leaving limited scope for new entrants. Rather than replicate what others already do well, we have concentrated our efforts on areas where we can deliver clear value to healthcare professionals – and ultimately to patients: branded products, hospital injectables, and targeted hospital generics that address unmet

clinical needs. To sharpen this focus, we have divested non-core businesses – such as OTC medicines, biosimilars, and certain women’s health products – transferring them to companies better positioned to maximise their potential.

Today, our Swiss operations centre around therapeutic areas where we see a genuine opportunity to improve treatment outcomes for patients, or where we notice unmet medical need; thrombosis, osteoporosis, and gastroenterology among them. Despite Switzerland’s reputation for excellence in healthcare, important treatment gaps remain, and we are committed to addressing them through both product delivery and system-level collaboration.

What level of strategic autonomy do you hold locally, and how have you focused the Swiss portfolio to deliver the most value?

At Viatris, country leadership is granted significant autonomy to shape strategy in line with both global objectives and local market dynamics. While key decisions pass through appropriate approval frameworks, our model encourages entrepreneurial thinking at the affiliate level. When I assumed this role, it became clear that replicating a traditional generics strategy – competing with established players in the retail space – was unlikely to succeed in Switzerland. The market was already well served by major incumbents, and customer expectations revolved around portfolio breadth and convenience. Without a comparable offering, our value proposition was limited in that space.

We therefore conducted a deep business analysis of the market in Switzerland. We took a deliberate step back and shaped the business around areas where we could generate real impact. We focused on targeted areas of high patient unmet need, where our portfolio could deliver differentiated value. Allergy is one such area. Viatris continues to support access to life-saving epinephrine auto-injectors – maintaining the availability of these essential products remains essential, particularly within a complex pricing and reimbursement environment.

Thrombosis is another strategic pillar for our market. We offer the most comprehensive range of branded antithrombotic medicines in Switzerland, from heparin-based to synthetic molecules. Recently, we introduced a new indication for one of these products – already approved across much of Europe – filling a long-standing therapeutic gap locally.

Osteoporosis causes costs of over CHF 2 billion in Switzerland every year – and the trend is rising. Many sufferers remain untreated, even though effective therapies exist. At Viatris, together with

our stakeholders, we are trying to close this gap so that patients suffering from this chronic disease can receive better treatment and achieve a better quality of life in old age.

Our portfolio also includes a strong hospital component, combining both newly launched and established injectable products. Through direct collaboration with healthcare institutions, we seek to ensure access where it matters most. This sharpened, locally responsive approach reflects Viatrix' broader ambition: to act with precision, invest in areas of real patient need, and deliver sustainable healthcare solutions in a rapidly evolving environment.

How has Viatrix shaped its hospital engagement strategy in Switzerland to address care gaps and support more integrated patient outcomes?

Viatrix' approach to hospital engagement in Switzerland is grounded in meaningful collaboration and a holistic understanding of both institutional priorities and the broader patient journey. My background in hospital-focused roles, combined with a personal experience as a patient within the Swiss system, has deepened my perspective on what effective engagement truly entails. While the standard of care I received was outstanding, national data – such as the fact that approximately 60 percent of thrombotic events occur post-hospitalisation – reveals important gaps in treatment continuity and follow-up, underscoring the need for more integrated solutions.

Our strategy begins with empathy and partnership. We encourage our teams to go beyond procurement conversations and develop a comprehensive understanding of hospital operations, from resource constraints and sustainability targets to discharge planning and continuity of care. We view it as essential to understand the full patient journey, including the often-overlooked role of families and caregivers who face the uncertainty of post-hospital support. Appreciating these nuances helps us to position ourselves as credible, value-adding partners.

Our hospital care managers are therefore not tasked merely with promoting products, but with identifying problems and co-developing solutions. We are mindful that institutional stakeholders are pulled in many directions, and alignment between procurement, clinical, and strategic goals is not always guaranteed. Building credibility means showing that our intent is not transactional but rooted in shared objectives: improving outcomes and enabling access.

We are expanding our local business development capabilities to address a persistent challenge: despite the strength of the Swiss healthcare system, certain therapies approved elsewhere in Europe are not launched here due to regulatory divergence. Swissmedic operates independently of

centralised EU procedures, and some requirements can delay or prevent access. In response, we actively seek out opportunities to bridge these gaps, leveraging our expertise to bring forward therapies that would otherwise remain unavailable. A current example includes an antibiotic approved abroad but never introduced locally, an important addition to the national formulary in the context of rising antimicrobial resistance. Ultimately, our ambition is not only to support hospitals in delivering care, but to help shape a more connected patient-centered ecosystem.

What has Viatris' experience been in bringing therapies to market in Switzerland, and what are the key regulatory and reimbursement challenges impacting patient access?

Quick access to new therapies and medical services is crucial for delivering high-quality healthcare. Our experience launching therapies in Switzerland has brought to light a clear divide between the pathways for generics and those for innovative medicines. In the generics space, Swissmedic has become increasingly efficient, streamlining processes and enabling timely approvals. However, when it comes to novel therapies or even Value Added Medicines, new indications for existing treatments, the regulatory and reimbursement journey remains more complex.

In recent years, delays have occurred both in the approval process for new drugs and in their inclusion in mandatory health insurance coverage. This has particularly affected highly innovative medications for life-threatening conditions, where Switzerland has fallen behind compared to the European Union. Some important cancer drugs, for example, were added to Switzerland's list of reimbursable medicines (the SL) more than a year later than in many EU countries, where they were already covered by public health insurance. These developments are especially concerning because Switzerland has an effective healthcare system and would have the resources to afford these vital products for the benefit of Swiss patients.

Therefore, further efforts are needed to make these processes internationally competitive again. Viatris advocates for access to new medicines for all patients in need.

This experience is indicative of a broader structural issue. We have a dedicated team focused on market access and pricing, yet much of their work is now reactive, focused on defending the reimbursement status of products that have long been in use and are still relied upon by patients and physicians alike. These are not obsolete treatments; they are established therapies with proven value and, in many cases, no direct alternatives. Nonetheless, they are increasingly subject to full health technology assessments (HTAs), as if their relevance and efficacy must be revalidated.

Very concerning is also the fact that over 600 products from different companies, some of which are essential and vital, are currently unavailable in the entire Swiss pharmaceutical market. In recent years, the pharmaceutical industry in Switzerland has contributed to healthcare system savings of over CHF 1.5 billion annually through three government-led price reviews each year. However, sustained pressure in the off-patent segment has brought many products to the edge of market viability, making it increasingly difficult for companies to continue offering them. This has led to growing concerns about the security of supply and, ultimately, patient access to essential medicines.

Ensuring that patients can reliably access a broad range of high-quality treatments must remain a central priority. For this to be achieved, Switzerland needs to remain a sustainable and supportive environment for the pharmaceutical sector. A long-term, balanced approach is required—one that acknowledges not only cost containment but also the importance of supply continuity, and the availability of diverse treatment options for patients across all therapeutic areas.

There are many levers that should be used. For example, one of the key ones could be to allow supply-relevant and already very cheap products to increase price, in duly justified situations to be able remain economically viable. It is a positive sign that the Federal Council now wants to introduce measures to combat shortages of supply-critical medicines in order to strengthen the security of supply and patients' access to vital medicines, aligned with similar efforts we're seeing being carried out at the European level.

Where do you see opportunities for Viatris to partner with the Swiss government to expand access, particularly in the context of preventive care?

At present, Viatris is still in the process of building its scientific and institutional footprint in Switzerland, and while we are not yet engaged in formal collaborations with government stakeholders, we fully recognise the importance of such partnerships.

One example that already highlights the importance of such collaboration is our work in anaphylaxis. This is a significant public health challenge across Europe, and something that concerns many Swiss families daily, especially in terms of their children. A recent Swiss study has outlined that "Anaphylaxis is the most severe form of acute systemic and potentially life-threatening reactions triggered by mast and basophilic cells with a worldwide incidence between 50 and 112 occurrences per 100,000 person-years. The most identified triggers are food, medications, and insect venoms". As one of the distributors of epinephrine auto-injectors in the

market, we are keenly aware of the limitations imposed by current Swiss regulations, which restrict access to those holding individual prescriptions. This model fails to accommodate undiagnosed allergy sufferers who experience anaphylaxis for the first time and presents particular challenges in paediatric settings, where children may not always carry their medication. In contrast, countries such as Ireland and the United Kingdom have introduced forward-thinking policies allowing schools to stock non-patient-specific epinephrine auto-injectors, with trained staff now authorised to administer them in emergencies, to better protect children. These policies reflect a pragmatic and preventive approach, aligning with how other life-saving interventions, such as defibrillators, are now routinely managed. Swiss kids deserve this level of protection too.

This is the type of evolution we believe the Swiss system could embrace. We are prepared to advocate for similar reforms in Switzerland, knowing that such progress often relies not only on data and clinical rationale, but on persistence and long-term engagement on behalf of patients.

Our ambition extends beyond simply increasing availability of a specific product; it is about contributing to a broader shift in how health systems approach prevention. If we are serious about protecting patients – especially the most vulnerable – then we must move towards models that prioritise readiness, equity, and public health.

How did the establishment of Viatris in Switzerland come about, and what does it signal about the country's strategic role within the company?

Switzerland has long held strategic importance for Viatris, serving as the base from which many regional operations are coordinated. Globally, Viatris is actively evolving into a healthcare company that not only ensures access to essential medicines, but also invests meaningfully in innovation. With six Phase 3 readouts expected this year across our global development programmes, Viatris is building on the strength of its established base to shape the future of care. This evolution is especially reflected in Switzerland.

In 2024, Viatris expanded its footprint in Switzerland following the acquisition of two Phase 3 development programmes from Idorsia Pharmaceuticals, the Basel-based biopharmaceutical company. With this addition Viatris expanded its pipeline with late-stage, science-driven assets that aim to address critical unmet needs in cardiovascular and autoimmune care.

The work being carried out in Switzerland, while often overlooked in the broader narrative of Viatris as a generics leader, is anchored in science and designed to deliver novel therapies with

meaningful impact.

How is Viatris positioning itself in Switzerland's competitive healthcare environment, and how would you like stakeholders to view the company today?

Viatris is navigating a deliberate transformation, from a company traditionally rooted in generics and established brands to a broader healthcare player focused on delivering meaningful impact across the patient journey. Central to this evolution is our mission: Empowering people worldwide to live healthier at every stage of life. It is not a marketing line, but a guiding principle that informs both our strategic direction and how we engage with healthcare systems and communities.

Our base business remains exceptionally strong. Globally, we serve over 1 billion patients each year, and in Switzerland, our products are dispensed approximately every six minutes, a striking illustration of our reach and relevance. This robust platform not only expands access to essential medicines but provides the stability to support long-term investment in more , high-impact therapies. While generics remain a core component of our offering, we are evolving our business to meet unmet needs. An example of this shift is our launch of a treatment for extensively drug-resistant tuberculosis. Introduced through a European access programme, it was developed for patients who have exhausted all other treatment options. It is not a story we often tell publicly, yet it reflects the kind of purposeful innovation that defines where we are headed, bringing life-saving therapies to those who would otherwise go without.

Unlike many companies that focus either on innovation or generics, Viatris operates confidently across both domains. This dual strength allows us to support patients at scale, while selectively advancing therapies that can make a substantial difference where it is most needed.

Ultimately, we do not seek to compete on breadth alone, but on relevance and impact. We want to be seen not merely as a supplier of medicines, but as a trusted healthcare partner, one that brings together access, science, and long-term commitment in a way that is both responsible and sustainable.

How do you view the role of your Swiss team in advancing Viatris' transformation, and what impact has the company's growth had on your people?

Our people are the foundation of everything we do, and the strength of our commercialization in Switzerland is a direct reflection of the commitment, expertise, and sense of purpose that our teams bring to their work every day. There is a shared understanding that each of our efforts ultimately serve patients, and that recognition creates a culture of ownership and pride that is deeply embedded across the affiliate.

Viartis Switzerland was recently awarded one of the “Best Workplaces” (by the global organization “Great Place to Work®”) This is more than a badge of honour, it reflects a deliberate focus on employee engagement, trust, and a work environment that encourages long-term contribution. As we continue to evolve, our priority remains to empower our teams, cultivate a shared strategic vision, and ensure that every individual sees their role in delivering meaningful healthcare impact.

Looking ahead, what are the next key milestones for Viartis Switzerland, and how do they reflect the affiliate’s long-term ambitions?

The years ahead represent a critical inflection point for Viartis in Switzerland. One of our foremost priorities is preparing for the commercialisation of several specialist and hospital-initiated therapies. These therapies signal our continued evolution from a company historically defined by scale to one increasingly focused on specialty-driven, clinically differentiated solutions. With development anchored locally and strong engagement from Swiss healthcare professionals, we are laying the foundation to ensure that, once approved, these therapies are ready to deliver meaningful value from day one.

In parallel, we are actively expanding our local business development activities to address persistent access gaps, particularly those resulting from Switzerland’s standalone regulatory framework. Many therapies available in other European markets are not launched here, often due to procedural barriers. By leveraging our internal expertise, we are working to close these gaps and bring forward innovative medicines, including in critical areas such as antimicrobial resistance.

Looking ahead, our vision is to strengthen Viartis’ identity in delivering operational excellence within Switzerland – partnering with the healthcare eco-system to advance access to medicines. By reinforcing our base business and using it as a platform for sustained investment in innovation, we are building a model that is not only commercially sound, but purpose-driven, anchored in access, powered by science, and delivered through the dedication of our people.

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<https://pubmed.ncbi.nlm.nih.gov/38822425/#:~:text=Conclusions%3A%20Average%20annual%20incidence%2>

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